

TRADE  
DEVELOPMENT  
ALLIANCE  
of  
GREATER  
SEATTLE

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## Trade Alliance 1st Decade

*On the 10th Anniversary of the Trade Alliance we look back on our history*

*The Trade Alliance is celebrating its tenth anniversary this year. Ten years of trade missions, visiting delegations, brochures, international branding of the region, hosting of big events and a multitude of other programs and activities. In each issue this year, we will explore another facet of the Trade Alliance. This issue: A history of the Trade Alliance*

**John C. Getzelman**, first Chair of the Trade Development Alliance of Greater Seattle, spoke to the Seattle Rotary Club on March 21, 1991. The Trade Alliance had been in operation for less than three months. Getzelman spoke on the global economy and "this city's role in it." He asked in the speech how we can make the most of our position as an economic crossroads through the Trade Alliance. The last ten years have been the answer.

The Trade Alliance is patterned after the successful promotion councils that operate in many European and Asian ports. The idea of an

## Asia Pacific Cities Summit

*Asian Economies Travel to Seattle*

*--By 2025 the number of city dwellers is expected to reach 5 billion--*

Technology, urban regions of the Asia Pacific, and the future all come together in Seattle this spring. Delegations from Asia Pacific cities will gather here May 6 - 8 for the third Asia Pacific Cities Summit. This conference will focus on new technology and is a great networking opportunity for businesses in Greater Seattle and throughout the Asia Pacific region.

This series of summits was originated by the city of Brisbane, Australia--the location for the previous two meetings. They are the brainchild of the Lord Mayor of Brisbane **Jim Soorley**, who noted in 1999 that "this is a unique conference in the sense that we bring together political leadership and business leadership."

Seattle Mayor **Paul Schell** attended the 1999 summit along with other delegates from an International Study Mission to Sydney, Australia organized by the Greater Seattle Chamber of Commerce and the Trade Alliance. At the 1999 summit, Mayor Schell offered to host the 2001 meetings in Seattle. This was readily agreed to

*Continued on page 2*

*Continued on page 4*

international promotion council is well-established in other parts of the world, but is fairly new to the United States. Getzelman noted in his speech during the infancy of the Trade Alliance that "Rotterdam's Promotion Council, for example, is about as old in years as Seattle's is in weeks; it was started in 1933."

**Thomas Friedman's** *The Lexus and the Olive Tree* brought to the general public the issues of a global economy. **Kenichi Ohmae** (*The Borderless World*) and others have focused their writing on how metropolitan economies are the building blocks of the economy and how each metropolitan area will have a greater say in their own success or failure in the competitive world

Washington's future in trade depends on integrating the various international organizations, creating a metropolitan approach and promoting regional cooperation. The Bangasser Report and recommendations laid the groundwork for a reorganization of local international trade efforts.

One of the key findings of the report was that there was an absence of both an organization which coordinates local efforts and of an organization which promotes our business interests in international markets.

In the late 1980s, in a coffee shop in the Guam airport, a small group of business and civic leaders sketched out some ideas for a better



1991	1992	
<p>March, 1991--Trade Alliance is formed with Executive Director Bill Stafford</p>	<p>April, 1991--Trade Alliance successfully invites first NAFTA talks to Seattle</p>	<p>Trade Alliance Marketing Kit comes off the Press</p>
		<p>First Trade Alliance overseas trade mission organized to Taiwan, Hong Kong &amp; Shenzhen, China</p>
		<p>International Misson with Seattle Chamber of Commerce, Rotterdam, Amsterdam, Stuttgart</p>

economy.

**George Duff**, past president of the Greater Seattle Chamber of Commerce, gave thought to these issues as he did to so many subjects before they were discussed in the boardrooms and living rooms of Seattle and the United States. Duff's vision was that only a few regions in the United States would be awarded an international franchise. He wanted Seattle to be one of them. The Chamber commissioned a study, "The Bangasser Report," on how this state and region coordinates its international efforts and which organizations deliver which service. Bangasser stated that "greater business and government cooperative planning and action was essential."

partnership on the back of a paper napkin. **Gary Severson**, then chairman of First Interstate Bank, **Jim Dwyer**, a partner at Bogle and Gates Law Firm and **Steve Leahy** of the Greater Seattle Chamber drafted the basic outlines of the organization. From that napkin and from George Duff were launched a thousand delegations, two dozen missions and a multitude of marketing materials.

So the need for a coordinating promotion organization was identified, but the model for such an organization was not. At that time there were no similar organizations in the United States which Greater Seattle could copy. Ideas for a

*Continued on page 3*

## 10th Anniversary, continued from page 2

model came from a new Port of Seattle director who was a native of the Netherlands; he pointed to the Rotterdam Promotion Council and the Amsterdam Promotion organization as models.

The doors of the Trade Alliance opened on January 2, 1991 with an executive director and nary a paper clip. In the last ten years, George Duff's idea has blossomed into one of the most recognized local international promotion organizations in the world.

In her book, *World Class*, Harvard Professor of Business **Rosabeth Moss Kanter** identified the Trade Alliance as the model organization for trade promotion in the United States. In 1998, MIT professor **Michael Porter** recommended to

Spokane, Cleveland and Orlando have copied the organization. Sendai, Japan asked the Trade Alliance to conduct a presentation on itself as an example of how the public and private sector can work together.

Cities and metropolitan regions around the world are struggling to develop new mechanisms and organizations to deal with the competitive nature of globalism. Cities recognize that branding is important to their ability to have successful trade in goods and services, to attract students to their institutions of higher learning, and to attract tourists and investment. Collaborative relations between international business interests and government over a

## Alliance--Some Highlights

### 1993

First International Market Report published

Handle media logistics of APEC Conference, thousands of kits given to visiting delegations.

Trade Alliance & Port of Seattle bring a delegation to Vietnam, one of first U.S. business delegations to visit the country



### To Be Continued

More Next Issue!

Bogota, Colombia that they study the Trade Alliance as a model of regional marketing. The National League of Cities, Council of Urban Economic Development and American Association of Chamber Executives have conducted case studies and/or held workshops on the Trade Alliance.

The organization has been written up in magazines such as *Business America*, *World Trade Magazine* and *Pacific Coast Trade*. Nationally syndicated columnist Neil Peirce has written two columns about the Trade Alliance. Boston, St. Louis, Fort Worth, Portland, Atlanta and other cities have sent delegations to Seattle to examine the Trade Alliance. The Bay Area,

metropolitan area are complicated and challenging to maintain in the web of politics and competing interests. In the Trade Alliance, the Greater Seattle region has again shown a cooperative spirit and been ahead of the game.

The Trade Alliance is a people business. **Ken Pai** of the Port of Seattle, **Bill Glassford** (four banks back) and Steve Leahy of the Greater Seattle Chamber put the nuts and bolts of the organization together. John Getzelman, Gary Severson, **Joe Masterson**, **Stan Savage** and now **Shan Mullin** have provided the leadership as the chairs of the Trade Alliance Board during the last ten years. And, of course, George Duff has been a guiding light since the beginning.

since all the assets that make Seattle a key Pacific Rim city--its high tech economy, international character and quality of life--also make it the perfect place for Asia-Pacific urban regions to continue a dialogue of cooperation.

More than 60 Asia Pacific cities (including U.S. cities) from some 20 countries are expected to participate in the meetings, including delegations from Latin American and India. Mayor Schell notes that the event will "be a unique gathering of leaders from government, business and education who will share information and explore innovative strategies to improve the quality of life and economic opportunities in their regions."

The Summit provides a forum for key civic

region where 11 of the world's 15 largest cities reside. Delegates from these key city/regions will share information, exchange ideas and explore innovative strategies to improve the quality of life and economic opportunities in their respective regions.

The theme of the meetings will be "Innovative Cities in a New Technology Era." Participants will examine how government, business and community leaders can create a high technology economy and will find new ways of using technology to improve city governance, public service delivery and sustainability.

Mayors and city officials from around the Asia Pacific will participate in a variety of workshops, including: Becoming a City of the Future in the New Technology Era, The Role of the Research University, and Using Technology to Change the Way Governments do Business.

Among the delegates will be many business

**Among the key topics under discussion at the Seattle 2001 Asia Pacific Cities Summit are:**

- Becoming a high technology city: partnerships for fostering innovation and creating technology infrastructure in urban centers.
- Using technology to improve city governance, service delivery and sustainability.
- Strategic partnerships and information sharing among cities in the Asia Pacific region.
- Social impacts of technology: the digital divide, empowerment and citizen participation.

and business leaders from throughout the region to discuss issues confronting their cities. Nowhere is this more critical than the Asia Pacific

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**More than 60 Asia Pacific cities from some 20 countries are expected to participate in the meetings.**

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people from throughout the Asia Pacific region. They will have the opportunity to network with each other, find opportunities for business with the urban regions represented at the meetings, and interact with the Greater Seattle business community. A Business Connections reception organized by the Trade Alliance will be held during the summit.

*For more information about the 2001 Asia Pacific Cities Summit, contact Dr. Keith Orton, Chief International Specialist for the City of Seattle at 206-684-8266 or email at [keith.orton@ci.seattle.wa.us](mailto:keith.orton@ci.seattle.wa.us). More info is also available at the web site: [www.apsummit.org](http://www.apsummit.org)*



## Greater Seattle International News

### Greater Seattle Well Represented in List of "World's Most Respected Companies"

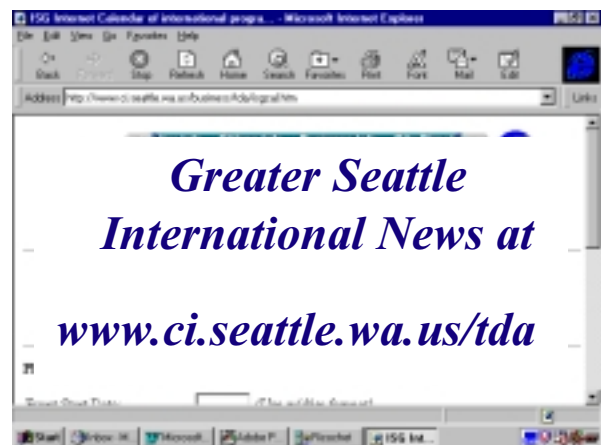
The Greater Seattle region has more companies on the *Financial Times'* list of "World's Most Respected Companies" than any other region in the world. Annually, the *Financial Times* and PricewaterhouseCoopers poll 720 chief executives from around the world on which companies they respect the most. Microsoft, Amazon.com and The Boeing Company all ranked in the top 50 this year with Microsoft ranked 2nd, Amazon at 26th and Boeing coming in at 45th. The survey also asked which companies would be the most respected in five years time. Microsoft came in first in that poll with Amazon.com ranked 21st. In a separate poll of 100 fund managers, the *Financial Times* survey found that **Bill Gates** of Microsoft is the most admired chief executive.

### Rhodes Scholar from Snohomish

Snohomish County resident **Emma Brunskill** was one of 32 Americans this year to receive a Rhodes Scholarship. The prestigious, highly selective award provides two or three years of study at Oxford University in England. Ms. Brunskill started college at the University of Washington (UW) at age 15 where she graduated with a degree in computer engineering. Currently, she is doing her graduate work at the Massachusetts Institute for Technology. An example of her talent is a project she did at the UW with two classmates in which they built a computer system that recognizes American Sign Language. A person signs into a video camera and this is transformed into characters on the computer screen.

### Washington Council on International Trade President to Retire

One of the most respected members of the Greater Seattle international trade community announced she will retire this spring. For seven years, **Patricia Davis** has served as president of the Washington Council on International Trade (WCIT), the main trade policy organization in Washington state. Washington is the most trade-focused state in the nation. WCIT advocates for pro-trade policies at federal and state levels by focusing on key trade-related issues that impact the health of our businesses and our communities. It also produces educational programs to inform the public about international trade issues. During her tenure at WCIT, Pat Davis enhanced the region's reputation as a hub of international commerce and was a leader in many important programs and events throughout Washington state. Ms. Davis is retiring to spend more time with her family. She will continue in her other important role as a commissioner for the Port of Seattle. However, without a doubt, her family's gain is this region's loss. WCIT's executive board will begin a search for her replacement in January 2001.





## **New members of the Trade Alliance**

### **ImproveMyBusiness.Com**

ImproveMyBusiness.com is an e-commerce site providing business assistance and resources to suppliers and buyers around the globe. In addition to the broad-ranging articles and tips they offer on running a successful business, the site also provides its members with individualized assistance in connecting with potential partners and locating the type of products, equipment and information they need in building their business to its fullest.

### **Italian Trade Commission**

Operating in the Greater Seattle region for over two years, the Italian Trade Commission works to promote business and trade relationships between our business community and the Italian marketplace. They provide personal assistance to local companies striving to connect with and gain a foothold in the Italian market as well as to Italian firms looking to our region for international business.

### **Port of Bremerton**

Located in Kitsap County, the Port of Bremerton is yet another component of the fantastic port facilities Washington state has to offer. The Port offers a convenient multi-modal transportation network (deep water port access in Seattle and Tacoma, on-site rail and air, and interstate freeway access), operates the Bremerton National Airport and serves as a Foreign Trade Zone saving importers and exporters money in their shipping of goods overseas. It serves as another excellent access point to and from the Pacific Rim.

*For more information, or to establish your company's membership, contact Jennifer Steen, (206) 389-7289, [jennys@seattlechamber.com](mailto:jennys@seattlechamber.com)*

## **MEMBER BENEFITS**

**The Trade Alliance welcomes companies to join our membership. Nearly 100 members. For an annual fee of**

- \* be included in our data bank according to your geographic and business interests.
- \* be informed about international business visitors and opportunities to participate in outbound trade missions to targeted international markets via our "matchmaker" program.
- \* receive reduced rates for Trade Alliance programs and marketing materials.

## **Thank you to our current members**

**APCO Worldwide, Inc.**

**ATL Ultrasound**

**Attachmate Corporation**

**Bank of America**

**Bargreen Coffee Company**

**The Boeing Company**

**Davis Wright Tremaine L.L.P.**

**Duan & Duan**

**Fluke Capital Management, LP**

**Fred Hutchinson Cancer Research Center**

**Hexcel/Heath Tecna Aerospace Co.**

**High Technology Management (HTM)**

**KeyBank**

**Kobe Trade Information Office**

**Lane Powell Spears Lubersky LLP**

## ERSHIP

Companies and organizations

by 200 firms are currently

\$150 your company will:

\* be featured on the International Business Cards Directory and Business Trip Guide on the Trade Alliance's web site.

\* be asked to serve on ad hoc committees concerning Trade Alliance policy and planning;

\* receive our quarterly newsletter and other regular mailings.

\* receive free and automatic linkage from our Internet site to yours.

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### Current patron members!

**Liebman-Mimbu, PLLC**

**Microsoft Corporation**

**Microvision, Inc.**

**Pacific Northwest Advisors**

**Perkins Coie**

**Providence Health System**

**Sheraton Seattle Hotel & Towers**

**Tegic Communications**

**US Bank**

**Walter Group**

**Washington First International Bank**

**Wells Fargo HSBC Trade Bank**

**Westin Hotel**

**Williams, Kastner & Gibbs PLLC**

**World Vision**

**The Trade Alliance thanks the following who have renewed their memberships since October**

### 5+ Years with the Trade Alliance

Bargreen Coffee Company

The Boeing Company

EnCompass Globalization Inc.

Everett Area Chamber of Commerce

Evergreen State Society

Fluke Capital Management, LP

Greater Redmond Chamber of Commerce

Japan-America Society of the State of WA

Mr. Paul Barden

Peratrovich, Nottingham & Drage

Tillicum Village & Tours

Uwajimaya Inc.

Washington State International Trade Fair

Washington State Trade & Convention Center

Weyerhaeuser Company

World Trade Club

### 2 - 4 Years with the Trade Alliance

Davis Wright Tremaine L.L.P

Highline Community College

NBBJ

Pacific Guest Suites

Providence Health System

Seattle Education Association

University of Washington, Dept. of Global

Trade, Transportation & Logistics

Washington State Office of Trade & Economic

Development (OTED)

Washington State University, IMPACT Center

### 1 Year with the Trade Alliance

Center for International Career Development

Education & Training Center, Green River

Community College

Ivar's Acres of Clams

Rovers

## COUNTRY PROFILE: GERMANY

Ten years after reunification, Germany is the new center of Europe connecting Western and Eastern Europe with transportation, trade and communication links. Bordering on nine countries and home to the European Central Bank, Germany is the commercial and financial heart of Europe. Much of the business conducted between Eastern and Western European economies meets in Germany, including at its well-known trade fairs. With a population of 82 million that is possessed of large amounts of purchasing power, Germany is not only Europe's largest market but also the world's third-largest economy.

The roots of its success are enthusiastic and hard working people surrounded by first-class infrastructure in combination with political stability. Billions have been invested to establish the same standards in Eastern Germany – with great success. Within a decade the formerly old fashioned infrastructure of the East transformed into the most modern to be found in Europe.

As a country with high income levels and a high standard of social security but few natural resources, Germany has always relied on exports of top quality products. Modern technologies, efficient and economical production methods, and efficient company organizational structures form the foundation for the nation's competitiveness.

Germany is a country with very strict environmental standards which has led to the emergence of strong environmental protection and recycling technology industries. Also, because Germany encourages use of renewable energy, it is the world leader in wind energy power. Germany has deregulated its energy markets which has created competition and significantly decreased energy prices for the industry.

The traditional mainstays of the German economy are mechanical and electro-technical engineering and chemical industry. However, the

### GERMANY AT A GLANCE

Capital:	Berlin
Major Cities:	Berlin (3.5 million) Hamburg (1.7 million) Munich (1.2 million) Cologne (1.0 million) Frankfurt (0.6 million)
Area:	137,826 sq. miles (356,970 sq.km) about the size of Montana
Population:	82.2 million (less than one-third the population of the US)
Language:	German, English widely taught in secondary and grammar school
Currency:	Deutsche Mark (DM) (2 DM : US\$1), from 2002: Euro (1.05 : US\$1)
GDP:	US\$1,886.2 billion (1999)
Growth Rate:	3.1 percent in 2000
Trade Vol:	US\$93.5 billion (2-way trade, 1999)
Trade with:	Germany is Washington state's fourth-largest trading partner.

*Information provided by  
[www.germany-info.org](http://www.germany-info.org)*



importance of these industries declined markedly in recent years as a result of structural change; their share of the gross value added by all economic sectors fell from 51.7 percent in 1970 (old states) to 32.8 percent in 1997 (Germany as a whole). In the same period, the public and private service sectors increased their share considerably. The country's new mainstays are information and communication technologies, environmental technologies, laser and plasma-based systems, micro-systems and bio-technologies.

Germany is Washington state's fourth-largest trading partner. In 1999, exports to Germany from Washington totaled \$2.3 billion. U.S. exports to Germany reached \$38.7 billion in 1999 (mainly electro-technical products, aircraft, business machines & equipment), while imports from Germany were worth \$54.8 billion (mainly automotive vehicles, electro-technical products, pharmaceuticals and aircraft).

*Article prepared by Steffen Scholz, intern with the Trade Alliance from Leipzig, Germany.*

### ***Mark Your Calendar to Participate in:***

### **Greater Seattle Business and Trade Mission to Germany and Eastern Europe: Munich, Prague & Warsaw**

**October 5 - 17, 2001**

Join the delegation! Seize the opportunity to establish relationships and facilitate closer commercial ties with these dynamic European markets.

To be kept apprised of mission developments, contact Kristi Beattie at the Trade Alliance for more information. Ph. 206-389-7255 or email at [kristib@seattlechamber.com](mailto:kristib@seattlechamber.com)

### ***City Profile: Leipzig***

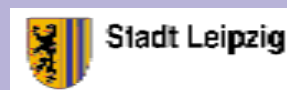
As the largest city in southeast Germany (population: 495,000), Leipzig is the economic center of Saxony and the neighboring federal states. The city has a long tradition as a commercial center – the first German trade fair was held there in 1165, and in 1996 the new trade fair center opened its doors – and is still one of Europe's most modern exhibition places.

Leipzig is a major transportation center due to its central location and great transportation links. The intercontinental airport with 24-hour operation forms a multi-port with a container and logistic center and good railway connections. Industries such as a new Porsche factory take advantage of these great connections to the rest of the world.

Leipzig has become the most important banking center for the new federal states – today about 80 banks offer their services in Leipzig. In 2000, Leipzig opened the first and largest Power Exchange in Germany, underlining Leipzig's innovative role in the energy sector.

Leipzig is known as a city of media and communication, hosting television, broadcasting and film industries. It is also home to Germany's second oldest university, Leipzig University (founded in 1409) and many other universities, colleges and research centers.

The cultural offerings range from the opera with 300 years of tradition to one of the oldest zoos in the world (founded in 1877).



## Company Profile: William, Kastner & Gibbs PLLC

A Patron Member of the Trade Alliance

**Williams, Kastner & Gibbs PLLC**, a Pacific Northwest law firm, has provided businesses and individuals with a full range of legal services since 1929. Its international practice includes legal representation and advice in national and international matters. Here are a few examples.

### **Immigration and Naturalization**

The firm's attorneys help clients of many nationalities obtain entry, employment, and residence in the United States. They have recently obtained visas, including categories E, H and L, on behalf of their clients. They also successfully defended clients in INS investigations of labor status and documentation requirements, and provide legal representation in naturalization matters.

### **Import/Export and Intellectual Property**

Williams, Kastner & Gibbs PLLC attorneys represent importers and exporters of a wide variety of products and services. Their experience includes the negotiation and drafting of

foreign subsidiaries of U.S. corporations.

Intellectual property issues often arise with the import and export of goods and services, and their intellectual property rights attorneys provide legal advice in major areas of intellectual property relating to the import and export of goods and services, including trademark registration and licensing, copyright protection and licensing, foreign and U.S. patent applications and interpretations, and trade secret protection.

### **Maritime and Fisheries**

They represent numerous foreign maritime and fishing interests, including processors, for all their legal needs. The firm assists clients in securing the release from arrest of many maritime vessels, and has represented other interests in arresting such vessels. They also assist in the purchase and sale of maritime vessels and fishing equipment and fish products.

### **Foreign Law Consulting People's Republic of China.**

With their in-house Foreign Law Consultant, Qi Hua (Charles) Duan, this firm can offer its clients a service that is truly exceptional. Mr. Duan is a Chinese lawyer admitted to practice in both the People's Republic of China and as a Foreign Law Consultant in the state of Washington. He advises and consults about the laws of the Peoples' Republic of China. He is the founder of the Duan & Duan Law Firm (Shanghai), which was the first independent law firm in China, and which has an exclusive cooperative relationship with Williams, Kastner & Gibbs PLLC (see article opposite page).

*For more information about Williams, Kastner & Gibbs and its myriad of legal services, contact Christopher L. Dahl at 206-233-2997, [cdahl@wkg.com](mailto:cdahl@wkg.com), or visit our website at [www.wkg.com](http://www.wkg.com).*

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**Our attorneys facilitate the export and import of goods and services using a wide variety of approaches.**

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purchase and sale agreements, financing and security arrangements, multi-country joint venture agreements, and marketing agreements.

Their attorneys facilitate the export and import of goods and services using a wide variety of approaches. They participate in establishing numerous partnerships and joint ventures to enable the transfer of goods and services. They also assist in the creation of numerous U.S. subsidiaries of foreign national corporations, and

## Company Profile: Duan & Duan

A Patron Member of the Trade Alliance

The Shanghai-based law firm of Duan & Duan is regarded as one of the most exclusive firms in China. Since its foundation in 1992, Duan & Duan has grown rapidly, adding a Seattle office and specializing in aiding U.S. and other foreign companies with their business in China.

Although its reputation for assisting foreign companies in China is highly-regarded, the story behind the establishment of Duan & Duan is interesting and unique. In the early 90's, there were no private lawyers in China – all were government employees. The firm's founders identified a market need for the ability to offer unbiased service, in English, and in the fashion to which western clients were accustomed.

After lengthy negotiations with various government ministries, the firm's founders were granted approvals to open the first private law firm in China. This distinction allowed foreign clients the comfort of trusted guidance through legal and cultural barriers, and with the assurance that the privacy that they were used to in their home countries would be maintained. This was quite unusual and became an important landmark in the history of the Chinese legal industry. This, coupled with the experience of the firm's partners having practiced both in China and in the U.S., Hong Kong and Europe, quickly led to the firm's retention by several Fortune 100 clients.

More recently, China's anticipated entry into the WTO has resulted in an ever-evolving legal and investment climate. Several years ago, business entry requirements were more restric-

tive, and joint ventures and wholly foreign-owned enterprises (WFOEs) were the primary vehicles for a foreign company's entry into China. Today,

Duan & Duan works with clients on all manner of projects that take advantage of loosening entry requirements, providing international business and trade consultation that best fits the needs of the client. In addition to continuing to establish WFOEs, joint ventures, and Free Trade Zone (FTZ) companies, Duan & Duan has handled several mergers and acquisitions

and established holding companies so that clients can more efficiently manage their offices across China. Importantly, the firm does not leave its clients helpless after they begin doing business in China. Duan & Duan is well known for tackling difficult litigation issues before the Chinese High Courts, including financial, licensing and intellectual property issues (including hardware and software piracy).

In delivering its full range of legal services, Duan & Duan utilizes the same technology and practices as U.S. firms, ensuring its clients' comfort level with its quality of service. Duan & Duan's attorneys are largely bilingual and all are fully licensed to practice in courts across China. Here in Washington, the firm's founder, Mr. Q.H. Charles Duan, has been licensed by the State Bar as Washington State's first Foreign Law Consultant.

*For more information, contact Michael Messina at 206 628 6776 or [mmessina@duanduan.com](mailto:mmessina@duanduan.com), or visit the firm's web site at [www.duanduan.com](http://www.duanduan.com)*





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**The Trade Development Alliance of Greater Seattle** is a partnership of the **City of Seattle, Port of Seattle, City of Everett, Metropolitan King County Government, Snohomish County, organized labor** and the **Greater Seattle Chamber of Commerce**. The Trade Alliance is dedicated to promoting this region as one of North America's premier international gateways and commercial centers. Through cooperative efforts, this coalition of public and private-sector organizations will enlist its members' unique and diverse resources to accomplish this goal.

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